Montgomery County Police Department

Performance Plan FY10

Contribution to Montgomery Results

Safe Streets and Secure Neighborhoods

An Effective and Efficient Transportation Network

A Responsive, Accountable County Government

Montgomery County Police At-A-Glance

| What MCPD Does and for Whom	How Much
To safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of citizens. The Department is committed to working in partnership with the community to identify and resolve issues that impact public safety	Total: $ 246,648,400 Total: 1,783.5 WY's
Major Function #1: Respond to emergency calls for service. Investigate crimes related to emergency calls. Enforce traffic laws and maintain the safe flow of traffic on all roads within Montgomery County	$ 184,986,300 1337.6 WYs
Major Function #2: Create and expand on community partnerships to identify and resolve issues related to public safety within those communities	$ 61,662,100 445.8 WYs

Performance

Headline Performance Measure: 911 Call Response Time
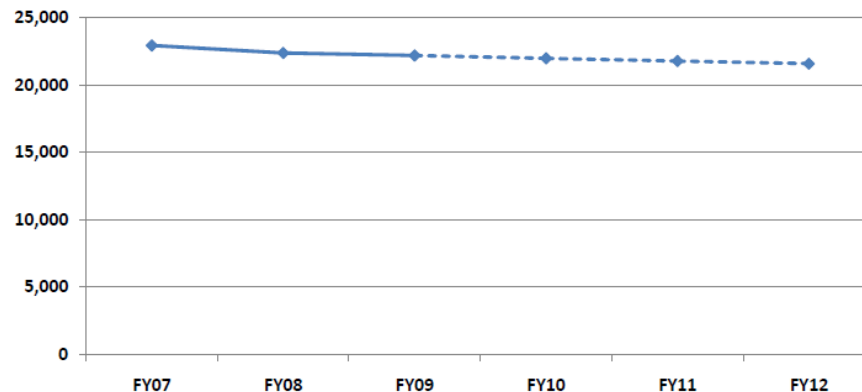
Headline Measure 2: 911 Call Response Time
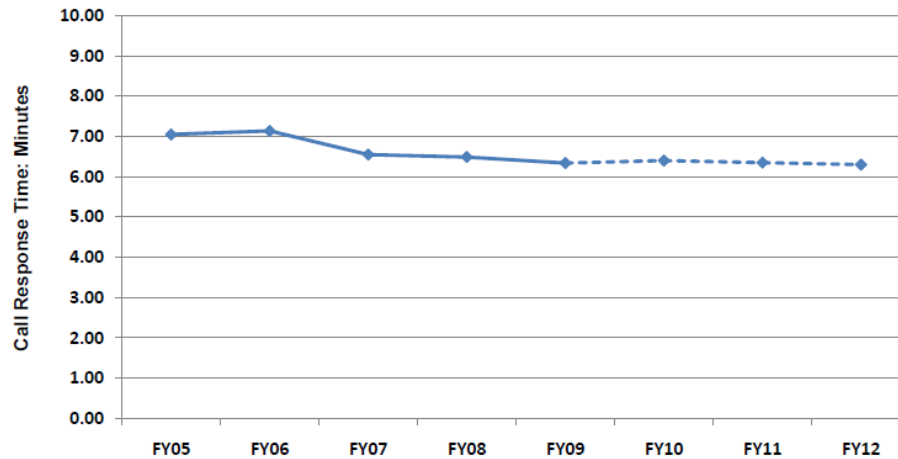
Headline Performance Measure: Crime Investigation and Closure Rate

Headline Measure 1: Crime Investigation and Closure
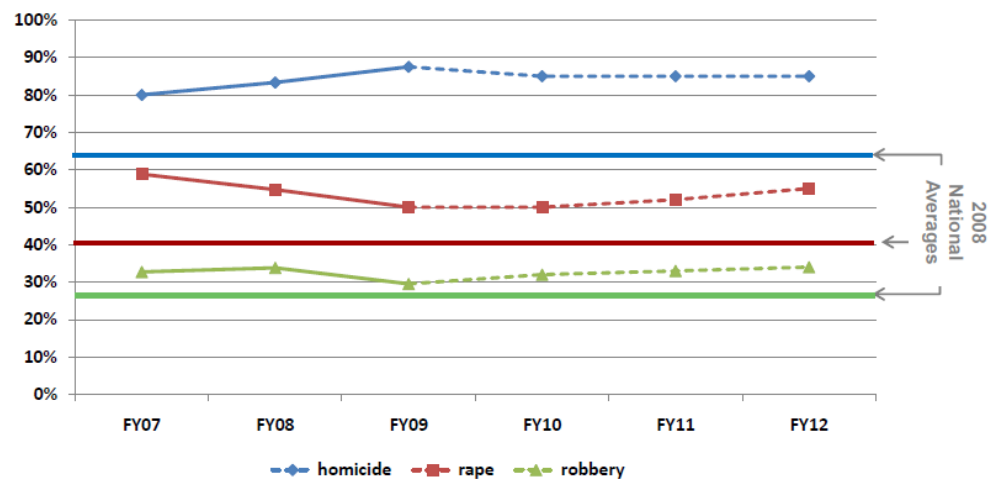
Headline Performance Measure: Traffic Enforcement and Management

Headline Measure 3 - Traffic Enforcement and Management

FY07	FY08	FY09	FY10	FY11	FY12
22,954	22,393	22,209	22,000	21,800	21,600

Story Behind the Performance

Officers on patrol and responding to emergency calls are the backbone of this Department. A quick response in answering the 9-1-1 call in the emergency communications center and officers on patrol can impact the prevention of crime and assist in the closure.

The Department investigates thousands of crimes a year. The crimes that have the most significant impact on the safety of the residents of the county are crimes of homicide, rape and robbery. Montgomery County Police maintains a case closure rate higher than the national average and strives to stay above that rate. Investigation into these crimes demands considerable resources such as DNA analysis, forensic evidence collection, and the use of several investigators.

Contributing Factors

Geo-based Deployment

In 2004, the Department focused on improving service through the creation of groups of police officers and deploying them in smaller geographic areas. Geo-based deployment strategy allows the Department to assign personnel to the areas in greatest need. This deployment strategy has reduced the response time to calls.

Three police districts, (3, 4, and 6) are currently under this deployment method and all have seen a decrease in response time since the deployment was first implemented in 2004. The three geo-based deployed districts have the highest percentage of calls for service among all the districts but are still lower in response time than the other three districts which are not as call demanding.

Response Times for **Emergency** (Priority Response) Calls for Service	1st District	2nd District	3rd District	4th District	5th District	6th District	County Time
Average Time to Answer 9-1-1 Calls	0:00:05	0:00:05	0:00:05	0:00:05	0:00:05	0:00:05	0:00:05
Average Time for Call Taker to process call and create CAD Event	0:01:51	0:01:51	0:01:51	0:01:51	0:01:51	0:01:51	0:01:51
Average Time for Dispatcher to dispatch CAD Event	0:00:47	0:00:46	0:00:46	0:00:44	0:00:43	0:00:45	0:00:45
Average Field Unit Travel Time to Event	0:04:41	0:04:05	0:03:22	0:03:39	0:04:32	0:03:34	0:03:53
Average Response Time	0:07:24	0:06:47	0:06:04	0:06:19	0:07:11	0:06:15	0:06:34

- District 3, 4, and 6 are geo-based deployment which was first implemented in 2004.

- Geo-based deployment requires more officers and aim to increase density of police officers and reduce response times.

Communications Center

Montgomery County Police 9-1-1 Emergency Communications Center (ECC) is the primary public safety answering point for all 9-1-1 calls placed in the county. While it remains our primary mission to answer the emergency calls, the non-emergency calls also need to be answered in a reasonable amount of time.

With the use of overtime and call taking strategies where Police ECC personnel are assigned to answer only emergency 9-1-1 calls, preliminary figures for FY10 show that the average time to answer 9-1-1 calls has held steady to between six and seven seconds. This improvement ensures compliance with, national standards that mandate that calls are answered in 10 seconds or less.

Case Closures

The case closure rate of violent crimes is a key indication of MCP performance. MCP currently benchmarks our case closure rates for homicide, rape, and robbery to the national averages. In many instances, MCP maintains a closure rate higher than the national average and we strive to stay above that rate. MCP is also in the process of comparing case closure rates to similar jurisdictions throughout the region.

In order to maintain high closure rates, a staffing plan was developed for a gradual increase in staff as well as the addition of new detectives. Staffing of additional personnel and needed specialized equipment has been added to the DNA lab to allow for the quicker processing of DNA samples for prosecutions of cases.

Special Enforcement Initiatives

Throughout the year, the Special Operations Division sponsors seasonal special enforcement initiatives to enhance traffic safety in the community and to reduce the number of collisions. The initiatives include:

Holiday Season Task Force- DUI enforcement

Prom Season Task Force – Underage drinking

Sobriety Check Points/Phantom Check Points/Saturation Chiefs' Challenge Seat belt enforcement

Smooth Operator – Aggressive Driving

Street Smart – Pedestrian Safety

Back to School Speed Enforcement /MSP School Bus Grant

Automated Traffic Enforcement

This program utilizes technology to assist in responding to red light and speed related violations in neighborhoods and school zones. Use of available technologies supports greater efficiency in the use of human resources dedicated to traffic safety. Montgomery County is the only county in the state to utilize automated speed enforcement.

Community Policing

Community Policing continues to be the key element in the mission of the Department. This philosophy translates into all facets of our work, including service delivery and budgetary issues. The current deployment goal provides sufficient officers to handle calls for service while arriving on the scene of priority calls within 7 minutes. In addition, the goal allows for the dedication of 3.5 hours out of a 10-hour shift to complete proactive policing activities which include Community Policing projects, proactive patrol, and problem solving initiatives. Community Policing is a philosophy adopted by our department to provide residents with a sense of self satisfaction and greater participation.

The Department has established a Police Community Action Team (PCAT) to target specific problems in the community. Teams can be deployed from one to six months at a time and will address crime and quality of life concerns. The first team was established in January 2007. The team was deployed in various areas around the county. In one community the team concentrated on, calls for service dropped 37% from the previous month prior to deployment. A second team was recently added to assist in the workload.

Restricting Factors

Staffing levels

When staffing levels are low, it can directly impact the effectiveness of department services. The national average for staffing levels of law enforcement agencies, when compared with population, is 2.4 officers per 1,000 residents.

In Montgomery County, the staffing is much lower at 1.2 sworn officers per 1,000 residents and 1.8 sworn and civilian per 1,000 residents. Similarly, Prince George's County Police has 1.7 officers and Fairfax County Police has 1.4 sworn officers per 1,000 residents. In addition to an average of 60 officers per month on no duty, restricted duty, or light duty, Department personnel are tasked with handling non-first responder functions:

Hospital Guard Details

Prisoner Transports from out of county

Prisoner Processing

Prisoner Transport from the Jail

The department started MCP Stat weekly meetings with the command staff to analyze our staffing effectiveness and make recommendations where we can be more productive.

911 Call Taking

Our average time for answering 9-1-1 calls had been steadily increasing over the past 5 years. The recommended national standard is 10.0 seconds. The number of calls received by the ECC has steadily increased each year and 56% of the calls to the ECC come from cell phones which take longer to process since an address is not automatically displayed to the call taker. In addition to answering 9-1-1 emergency calls for service, Police Communications Specialists also answer non-emergency calls from the public. These calls have increased at a rate of 2% per year over the past two years.

	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Total ECC Police calls received	864,213	869,115	854,007	865,235	869,005	861,000	861,000	865,000
Emergency (9-1-1)	561,361	559,932	548,828	555,643	557,532	559,000	561,000	563,000
Non-emergency	302,852	309,183	305,179	309,592	311,473	302,000	300,000	302,000

Workload analysis studies demonstrate that there is a need to increase shift minimum staffing and overall authorized positions to maintain current performance standards.

Investigating Crimes

Many investigators are new in their assignments, requiring training resources that are extremely limited. An example of limited training resources lies within the investigative ranks that are limited in their ability to speak Spanish. The department has hired a Spanish teacher to teach basic and conversational Spanish, however, this is a process that will take some time before the investigators become fluent.

Another restricting factor is the DNA laboratory backlog that results in the slow turn-around of DNA analysis. All of these factors have an impact on the effectiveness and ability to solve and close cases. DNA assists in identifying suspects in numerous crimes which have substantially increased the demand and workload on the lab and created a backlog of cases. With the advancements in DNA, more and more exhibits are submitted to the lab for analysis. One of the largest obstacles is the lack of space for the lab. With the necessary equipment in place, there is little space for adding staff or necessary equipment needs for the future.

De-centralized Traffic Units

Each district has its own traffic squad which is responsible for the flow of traffic and enforcement of traffic laws within their district. Large details, special events, and unexpected circumstances can require that the traffic squads be detailed elsewhere for an extended period. This means that the patrol officers must handle all traffic related incidents in addition to patrol duties and responding to calls. MCP does not have a centralized traffic unit to handle the increasing demand of traffic management, pedestrian issues, and county-wide events.

Community Outreach

The Department recently had to disband the centralized Community Services Division creating a void in some programs. Currently a small compliment of personnel is assigned within the respective police districts to perform all the functions.

What We Propose to Do to Improve Performance

Patrol and response to 911 calls

MCP developed a comprehensive plan to complete and expand the geo-based deployment into the other districts. Districts will be re-aligned to manage workload demands and decrease the response time to emergency calls. Although there was a slight increase one year in response time, it has been clearly established that the geo-based deployment provides a quicker response to calls. Even with the slight increase, times were still lower in the geo deployed districts.

Distribution of mobile fingerprint identification systems and facial recognition systems allows for positive identification of suspects immediately by patrol officers. The mobile

device will assist the officer on the street by providing the means to effectively identify an individual and expedite the time to handle the situation.

Establishment of a prisoner transport/guard unit comprised of officers to handle prisoner related functions allows first responders to remain on patrol where they are needed and keep staffing levels up. The guard unit will handle transports, hospital details, and prisoner processing to alleviate workload on patrol officers.

The purchase of a workload analysis program to utilize current CAD data and GIS information to assign patrol officers as needed based on crime data and projection. The program would be utilized daily by a Planning Manager, a new position, within the Office of Policy and Planning. With this new position the department could redraw beats, sectors, and even districts to prevent crime based on statistical analysis of CAD data. Without this program and the Planning Manager the department could become less proactive when dealing with crime patterns and public safety issues.

Expand the Accreditation Manager to cover the ever expanding required/mandated accreditation of various divisions within the police department. The Accreditation Manager would coordinate and control all issues involve compliance and policy issues. The accreditation concept has become legally mandated in several fields within law enforcement and without an Accreditation Manager the department could be ineligible for federal and/or state grants and criminal cases could be lost.

Increase the number of call takers

This will be accomplished by filling vacant positions authorized. The positions in the Police Emergency Communications Center (ECC) require background checks and an extensive training program that results in lags in staffing new positions. MCP will compress the time to fill the positions more efficiently and in a shorter duration.

The ECC will also concentrate on the creation of a "call taker only" position. Having a "call taker only position" would save the department financially by having a position that is at a lower grade and gives MCP the ability to keep employees in training that can handle the call taking function but do not have the extra skills needed to be a dispatcher. The length of the training time would be lessened and a new employee could be brought into full capacity faster.

Extend the capabilities of Montgomery County's 9-1-1 system

Implement an e-911 protocol and text messaging system. This will better serve the emergency needs of our residents and give an additional means of communication for the hearing impaired community. This service will provide a non-voice means of communications to a 911 operator and allow for text messaging. This services is expected to be fully in place in the next 3 to 5 years

Investigative Workload

MCP will outsource DNA cases as appropriate and as funding permits. Cases that have been backlogged would be sent to another service provider. With the insurgence of DNA capabilities in the last decade, new leads and evidence has been brought to the forefront which requires the case to be re-opened and a new investigation started. MCP created a "Cold Case Squad" which is designated to handle homicide and rape cases that have been inactive for years when all leads have were exhausted.

The use of DNA technologies requires increased space for Crime Lab to accommodate necessary equipment, larger staff, and a greater storage capacity to ensure all standards are met and work can be accomplished. New robotics has been acquired for the lab allowing for speeder process of exhibits.

Traffic Enforcement

MCP looks to establish a centralized traffic enforcement unit which would include a Commercial Vehicle Enforcement Unit to provide improved monitoring of commercial vehicles on state and local roads in Montgomery County.

MCP also would like to hire for all open positions assigned to the Automated Traffic Enforcement Unit and build-out full battery of forty-five (45) red light camera locations to meet the Council approved expectation. In addition, MCP would like to commence and complete the build-out of thirty (30) fixed speed enforcement camera installations.

Since the beginning of 2008, over 49 million vehicles have been monitored in the sites that have fixed pole speed cameras. Analysis will need to be conducted for speed reduction and collision comparison.

Appendix A: Budget

Hire a Planning Director to oversee the workload analysis of all operations within the department.

Purchase new speed cameras for Safe Streets

Expand the capabilities of the Crime Laboratory through the purchase of new equipment and hiring additional staff.

Continue to hire additional patrol officers and 911 Call Takers and Dispatchers.

Hire an Accreditation Manager to ensure that all proper documentation and standards are complied with for various unit accreditations.

Appendix B: Implementation

The relocation of the Police Department Headquarters to the new Public Safety Headquarters is a key component to many of our strategies.

The new crime lab would co-locate all functions of forensic analysis. This will help streamline our process and will allow for more analysis and more convictions.

Appendix C: Data Development Agenda

Safe Streets and Secure Neighborhoods

The effectiveness of the PCAT unit and reducing Part I offenses in the areas they are assigned. We are planning to compare the crime statistics (Part I) within areas where PCAT will be assigned. These same statistics would be compared to the deployment period while PCAT is in the area and post-deployment statistics once PCAT has left the area. Arrest data for Part I offenses would also be examined. There is an issue with "real-time" data due to limited deployment of the PCAT units. The purchase of a workload analysis program would greatly assist the department is reaching this goal.

ADDENDUM: Responsive and Sustainable Leadership

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified the following overarching goals for all County departments:

Collaborations and Partnerships:

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures.

- Office of the State's Attorney
- MCP works hand in hand with the State's Attorney dealing with everything from gang issues to the successful prosecution of criminal cases.
- Health and Human Services
- MCP works closely with HHS at the Juvenile Assessment Center identifying juvenile offenders in need of their preventive programs.
- Street Outreach Network
- Crisis Intervention Team and Project Lifesaver
- MCPS
- EFO Program
- Sports Academy with the Recreation Department
- Department of Liquor Control
- The Alcohol Initiative Sections works closely to ensure compliance.
- State Partnerships

- C-SAFE
- GOCCP
- SHA
- Federal Law Enforcement
- JTTF
- Multiple task forces
- ATF
- DEA
- FBI
- Community Outreach
- Asian Liaison committee
- African American Liaison committee
- Latino Liaison committee
- District Commanders advisory boards with community members
- Various Chambers of Commerce
- Citizen's Police Academy and Citizen Surveillance Teams

Innovations:
- Department actively seeks to be innovative in its efforts to improve performance.
- Research innovative recruitment sites and strategies and implement them; provide more innovative trinkets such as CDs and internet business cards.
- Increase presence in college classrooms to promote interest in being a police officer and specifically with Montgomery County.
- Recruit more extensively at the high school level to educate and dispel negative cultural stereotypes regarding work as a police officer.
- Investigate ways to further liaison with diverse community groups within the County.
- Investigate ways to further provide useful information to candidates to answer questions, make them feel important to the County, reduce misinformation and speed up the application process, e.g., additional mentoring, an automated system to check status, a guide to outline specific medical requirements.
- Re-evaluate internal processes for ways to reduce time and streamline steps.
- Add a cadet program to allow students to attend college and work part time in the police department until they meet requirements to attend the police academy.
- To improve, we will work more actively with the Office of Procurement MFD staff to identify opportunities for the primary contractors to subcontract with MFD vendors, particularly when existing contracts come up for renewal within the parameters of the existing contracts. Some of the larger existing professional

service contracts are complex in scope, and may offer opportunities for the primary contractor to subcontract with MFD vendors to fulfill portions of the overall scope of work.

- Initiate outreach efforts with MFD vendors to inform them of upcoming procurement opportunities and to encourage their participation in the procurement process.

- Increase the department's profile through networking and meeting with the business leaders in each of the department's six districts, informing them of the department procurement needs and the desire to support and encourage the participation of MFD vendors.

Effective and Productive Use of the Workforce/Resources:

- Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

- The department considers the control and management of overtime a high priority.

- All Division Directors and District Commanders are rated on their control and reduction of overtime for all employees.

- Staffing levels are reviewed; however, the purchase or a workload analysis program would greatly benefit the department in adjusting schedules and evaluating staffing levels on a regular basis.

- It is also expected that TeleStaff will help manage department overtime through more control and oversight.

Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

- The Police Department is organized as a "para-military" organization; there is a rank structure and a chain-of-command. The Chief of Police has three Assistant Chiefs directly under his command. One of these Assistant Chiefs will take command of the department when the Chief is out of town and unavailable. There is a departmental directive outlining the chain of command that outlines specific responsibilities for each level of command.

- Police Captains are transferred to permit knowledge to be distributed and new visions presented. These Captains are District Commanders and Division Directors. Their knowledge and expertise is essential to the success of the organization

- Leadership and mentoring go hand-in-hand and the department has a program in place for both. These programs have helped develop staff capabilities and have identified individuals for future promotion and additional responsibility.

- The federal government created a system known as the Incident Command Structure, the police department follows these guidelines for all events.

Internal Controls and Risk Management:

- Department actively assess its internal control strengths, weaknesses, and risks regarding compliance with laws and regulations, recording of financial transactions and stewardship over County assets. As subset of this goal, each department also manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

- The creation of the Employee Health and Wellness Division has improved our coordination and tracking of injured employees and their work performance.

- Every effort is made to comply with state law regarding occupational injury; it is even part of a supervisor's performance evaluation. Public Safety employees are considered a separate class when dealing with worker's compensation; this requires extra diligence on the part of the employer regarding the documentation or employee injuries.

- We have also developed an "Early Warning System" for employees displaying higher than average risk performance when completing their job responsibilities. These employees are effectively tracked by the Internals Affairs Division and the Employee health & Wellness Division.

- If higher than average risk performance is displayed the employee can be counseled and a work plan established, if the employee reports a higher number of injuries during a calendar year they are identified by our contracted risk management company and scrutiny is applied.

- Cash control procedures are established for all police department locations that deal with cash. The six separate police district stations all deal with cash for the purchase of reports or fingerprinting services. The cash registers all checked throughout the day and at the end of each shift to verify proper cash totals.

- Because driving is a large percentage of the workday for a police office, several measures are in place to help keep collisions to a minimum.

- There has been a long-standing Collision Review Committee responsible for reviewing all officer involved collisions and determining if additional training is needed.

- Officers are required to attend a four hour block of training whenever they are assigned a new vehicle; this is in addition to the forty hour block of training they received as new officers.

Environmental Stewardship:

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

- The police department currently leads all county agencies with an eighty-eight percent recycling rate. This is a remarkable accomplishment when you realize how much information must be retained for court testimony

- Our Crime Laboratory follows all OSHA and EPA regulations when dealing with chemicals and hazardous materials.

- Our Chemists are constantly looking for environmentally friendly compounds and recycling companies to reuse chemicals rather than just dispose of them.

- Bicycle patrols have been expanded to all six police districts, foot patrols are encouraged in all CDB patrol areas

- Patrol cars are now more energy efficient